


# Revolutionizing Logistics Support and Revitalizing the Army's Contingency Contracting Capabilities

• SGM Ethan A. Jones

**W**ith limited resources around every corner, the Army continues to redefine and reshape its forces to become more lethal, survivable, sustainable and adaptable on an extremely fluid battlefield. Today's Army is a modular, power-projection force that's designed to pull resources of any type from any part of the world — mission, enemy, terrain and weather, troops available and civilian (METT-TC)-dependent. As the Army continues restructuring its Future Force structure to deter, deny and defeat U.S. adversaries anywhere in the world, the contingency contracting workforce must now redefine itself to meet anticipated requirements, supporting both conventional and unconventional forces.

PVT Raef Hardin (right) and SPC Jade Harris (second from left) help crew chief SSG Brian Ogle (left) load Meals, Ready-to-Eat and bottled water onto a CH-47 Chinook helicopter at Ellington Field, TX, Sept. 27, 2005, as part of DOD's disaster relief support in the wake of Hurricane Rita. (U.S. Air Force photo by TSGT Cherie A. Thurlby.)



This reshaping requires an integrated acquisition, logistics and technology (AL&T) capability, including contracting. The Army Materiel Command Forward — now called the Army Field Support Brigade (AFSB) — will expand its mission and add AL&T capabilities to its existing logistics base. The AL&T core forward-projected capabilities include standardized and centralized AL&T planning, doctrine, concepts, solutions and processes in the areas of test and evaluation, Army Oil Analysis Program, brigade logistics support teams, Rapid Fielding Initiative (RFI), field assistance in science and technology (S&T), spiral developments, Logistic Assistance Program, total life-cycle management, Logistics Civilian Augmentation Program (LOGCAP) and the other AL&T functions.

This modularity concept is consistent with the transformation requirements established per HQDA's *Army Campaign Plan*, dated April 12, 2004. The AL&T Modular Support Concept increases Army strategic responsiveness and enhances operational and tactical agility across the full spectrum of operations from national homeland defense and disaster response to major combat operations by providing the Army Service Component Commanders and Theater Sustainment Command (TSC) commanders a single node for orchestrating critical AL&T capabilities.

The contingency contracting force will realign as part of the Army Field Support Command (AFSC) into modular contracting headquarters Principal Assistants Responsible for Contracting (PARCs), battalions and teams — all service components. The Force Development Update (FDU) for the contracting force structure aligns with the Army Modular Expeditionary Force package by providing streamlined contracting support. Mission contracting

planners command significant modular contracting force structure, allowing the theater contracting commander (PARC) to both plan and execute support for Army and Joint forces operating throughout his theater of operations. Mission commanders requiring contracting capabilities will be able to use Time-Phased Force Deployment List AL&T contracting teams and/or battalions — based on mission requirements — to augment deployed assets. Army planners can deploy additional contracting commanders/PARCs, as required to sustain multiple, simultaneous operations.

Having the capability to purchase supplies, equipment and services in and around the mission area is a vital and integrated aspect of logistics support. It reduces the logistical tail, thereby freeing up limited transportation assets to support other missions. From this standpoint, contingency contracting becomes a formidable force multiplier for combatant commanders by allowing the deployable commanders the operational flexibility to bring additional combat systems to fight and win decisively. A Brigade Combat Team (BCT) must have the capability to deploy and sustain itself for the first 30 days. As a rule, innovative and creative logistics and sustainment support is required, and contracting will be the force multiplier that makes things happen.

The FDU structure establishes a number of AL&T Procurement Noncommissioned Officer (NCO) positions. One of many challenges will be ensuring the Army has sufficient numbers of trained, experienced and certified AL&T Procurement NCOs to support its core contracting mission for all components. Although the Air Force and Marine Corps have well-defined and established career fields in contracting for their assigned NCOs, the Army is just now developing its own

MEAL, READY-TO-EAT  
NOT ROUGH HAND  
degrees Fahrenheit



AL&T Procurement NCOs and MOS 51C-CCOs have been heavily involved in logistics support throughout *Operations Enduring and Iraqi Freedom*. Here, 1st Armored Division Soldiers load supplies aboard a Black Hawk helicopter for transport to a remote location. (U.S. Army photo by SSG Tony Sailer.)

Military Occupational Specialty (MOS) in contracting for its E-6 to E-9 NCOs in projected MOS 51C-Contracting, all components. Currently, Procurement NCOs are in MOS 92A/Y, Quartermaster NCOs in skill levels 3/4/5, and in all components, with an Additional Skill Identifier of G1-Contract Agent, that allows them to perform 3- to 4-year tours in contracting, supporting both conventional and unconventional forces.

Currently, Procurement NCOs serving tours of duty in contracting must return to their basic branch to remain competitive for Army promotions. Procurement NCOs in contracting acquire highly perishable skills and training, and when Procurement NCOs return to their basic branches, the Army and contracting community lose valuable, trained assets. Continuous changes in the contracting environment, laws, regulations, policies and statutes require continuity and stability among all military contracting personnel.

Since *Operations Enduring and Iraqi Freedom*, Procurement NCOs have been one of the most deployed — and decorated — groups of Soldiers, receiving 12 bronze stars and one Combat Action Badge for their contributions and selfless service. Procurement NCOs supplement Area of Concentration 51C-Contingency Contracting Officers (CCOs) by reducing back-to-back CCO deployments and by planning and working complex contracting actions. NCOs can also become warranted CCOs and receive the same level of training as officers and emergency-essential DA civilian contract specialists in the 1102 series.

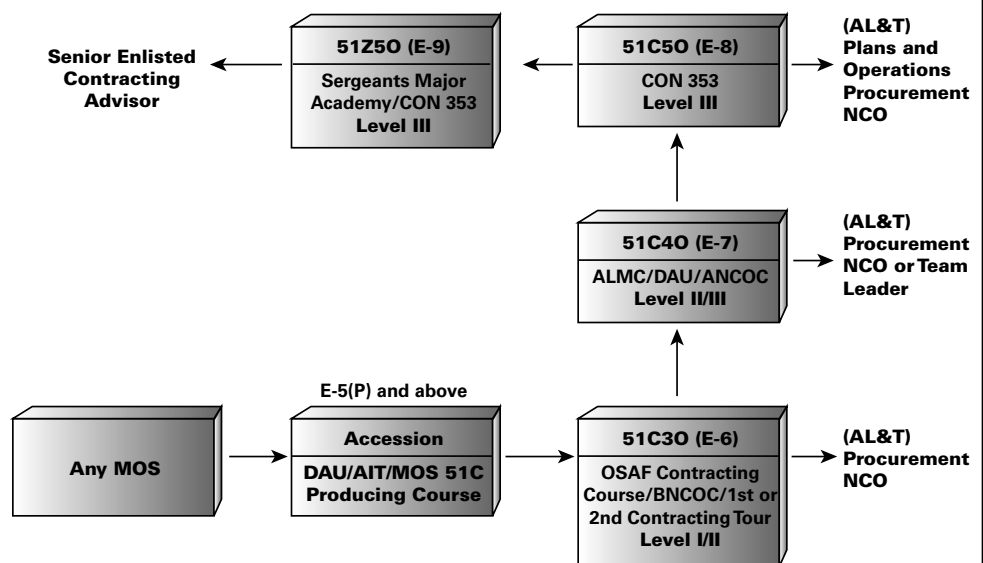
In the future, AL&T Procurement NCOs will be accessed in their eighth year of service in their original MOS, but no earlier than sergeant promotable (E-5(P)). Unlike the

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Army's sister services, the purpose of delayed accession into the AL&T Procurement NCO series allows NCOs to gain the basic fundamentals of Soldiering and leadership, as well as operational and doctrinal experience — much like the Special Operations Forces (SOF) model. The chart below highlights the proposed career progression for MOS 51C NCOs.

### AL&T Procurement Professional Development Model

The Advanced Individual Training (AIT) for newly accessed NCOs in the rank of sergeant promotable through sergeant first class (E-7) with less than 10 years of active service awarded MOS 51C must successfully complete the following Defense Acquisition University (DAU) courses in contracting within a set time frame:



**Proposed Career Progression MOS 51C**



Soldiers slingload a Humvee to a CH-47 Chinook helicopter during an operation near Bagram, Afghanistan. The Soldiers are assigned to the 25th Infantry Division, supporting the Joint Logistics Command during *Operation Enduring Freedom*. (U.S. Army photo by SFC Sandra Watkins-Keough.)

- CON 100 — Shaping Smart Business.
- CON 110 — Mission Support Planning.
- CON 111 — Mission Support Execution.
- CON 112 — Mission Performance Assessment.
- CON 234 — Contingency Contracting (elective course).
- CON 237 — Simplified Acquisition Procedures (elective course).

After the AL&T Procurement NCO has successfully served his/her first or second tour in contracting and is selected for further advancement, he/she will attend the U.S. Air Force Mission

Airmen Ready Contract Apprentice Course (MARCAC), Lackland Air Force Base, TX, which is the Army's Basic Noncommissioned Officer Course (BNCOC) equivalent. This 8-week course will provide the AL&T Procurement NCO with basic contracting technical skill sets and computer lab base training programs. Upon graduation from the MARCAC, the AL&T Procurement NCO will receive his/her certification for course completion and DAU Level I or II certification in contracting, providing all *Defense Acquisition Workforce Improvement Act (DAWIA)* prerequisites have

been accomplished. After advancing to the rank of E-7 and completing his/her third or fourth tour in contracting, the AL&T Procurement NCO will be selected to attend

the Army Logistic Management College (ALMC), DAU Advanced Contracting Course, Huntsville, AL, which is the Army's Advanced Noncommissioned Officer Course (ANCOC) equivalent. After successful completion of four weeks of advanced contracting, the AL&T Procurement NCO will receive a course completion certificate and a DAU Level II or III certification in contracting, if all other *DAWIA* prerequisites have been met. Once the AL&T Procurement NCO reaches the rank of master sergeant (E-8) or sergeant major (E-9), he/she will attend the 2-week CON 353-Advanced Business Solutions for Mission Support DAU Level III contracting certification training course.

The Army Chief of Staff's guidance is to use smaller, more tailored forces, including low-density skill sets that require unity of effort and continuity while meeting logistics challenges. Today, contracting supports the full battlefield spectrum for modularity, Joint, coalition and SOF. The AFSB will be the single node for AL&T projected forward capabilities and will maximize efficiencies while providing viable solutions and processes to the warfighter.



A 3rd Corps Support Command convoy moves supplies into Baghdad, Iraq, to support U.S. and Coalition Force operations. New modular logistics organizations such as AFSCs, AFSBs and TSCs will provide dedicated logistics and sustainment support to the Future Force. (U.S. Army photo.)

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